FACTORS AFFECTING QUALITY MANAGEMENT IN PRIVATE COMPANIES IN KENYA: A CASE STUDY OF COCACOLA NAIROBI BOTTLERS COMPANY

BY

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DECLARATION

Declaration by the Student

This research project studyis my original work and has not been presented to any other examination body. No part of this research should be reproduced without my consent or that of Management University of Africa

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Declaration by the Supervisor

This research study has been submitted with my approval as The Management University of Africa Supervisor.

Name:……………………………Sign:…………………………Date:…………………

Lecturer supervising

For and on behalf of Management University of Africa

Name:……………………………Sign:…………………………Date:…………………

Dean of Studies and Students Affairs

DEDICATION

This research project study is by form of reservation, dedicated to the closest people in my life, Eliazer Mwaniki, Jane Wanjiru, Anita Wamiru, and Caleb Mwaniki for their support, care and love while I was studying for years. Also to those who may use it for their research or studies in the future.

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ABSTRACT

Quality management is very important to all organizations. The general objective for this study was to address the factors affecting quality management in the private companies with specific reference to the Coca- Cola Company in Kenya. To know this we needed to look at the specific objectives that affected quality management such as analyzing how technology affected quality management, to assess how the company policies affected quality management, to measure how competition affected the quality management, to determine how employee skills affected quality management and finally to also see how finances affected quality management.As we studied and tried to find out how we could mitigate the factors affecting quality management we needed to identify a study design which was used to provide a layout in which the study would be carried out at. Here the researcher would use a descriptive research design whereby the target population would be 98 respondents who would include the managerial staff and non - managerial staff. The sample size for this study would be 49 respondents and the design that would be used for it would be the stratified random sampling design since it was preferable. During this study, data would be collected and certain methods and tools would be used suitable to this study such as the use of the questionnaires which would either be open ended or close ended questionnaires, and also the face to face method would be used so that a small number of people could be interviewed to give out their opinions.. Also data collected from the study would need to be edited, tabulated, and analyzed for the purpose of clarity using the excel program software since it was suitable. The information would later on be presented using the qualitative and the quantitative techniques whereby qualitative data would be presented by use of notes, context analysis, and evaluation of materials while quantitative data would be presented with the use of table, charts, and bar graphs with explanation detailing the responses respectively. Finally the study would discuss its findings and recommendations for further study. Summary of findings would be discussed in relation to the quantitative data collected from the bar graphs, tables and charts. Recommendations would be provided for the future researchers who could possibly want to carry out a research on this study and how they could be improve this study and their research better in regards to other factors affecting quality management in private companies.

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LIST OF ABBREVIATIONS AND ACRONYMS

BDS	Bachelor of Arts in Development Studies
ICT	Information and Communication Technology
IS	Information System
IT	Information Technology
JIT	Just In Time
MUA	Management University of Africa
NRB	Nairobi
OS	Operating Systems
QM	Quality Management
UK	United Kingdom
USA	United States of America

OPERATIONAL DEFINATION OF TERMS

Company Policy	Is a set of principles or rules that provide a definite direction for an organization.
Competition	Competition is a contest between individuals, groups, animals, etc. for territory, a niche, or a location of resources. It arises whenever two or more parties strive for a goal which cannot be shared. The higher the competition the lower the sales volume
Employees Skills	Refers to a method used to give new staff or present staff with knowledge they need to perform a particular task
Finance	Refers to the funds that are used to carry out operations in a given project for it to run smoothly without any cost or budget restrictions or strains.
Technology	Scientific knowledge connected with practical use of machines and doing certain activities in any organization

CHAPTER ONE
INTRODUCTION

1.1 Introduction

This chapter includes the following sub-topics: background to the study, statement of the problem, objectives of the study, research questions, and significance of the study, limitation and scope of the study. Chapter one intends to help in laying down an understanding of my research study.

1.2 Background of the Study

According to Nair (2006) Quality management refers to the act of overseeing all activities and tasks needed to maintain a desired level of excellence which includes creating and implementing quality planning and assurance as well as quality control and quality improvement. Therefore it is comprised of the above four components.

Private companies are owned either by non-governmental organizations or by a small number of shareholders who do not offer or trade its shares to the general public on the stock exchange market, but rather the company's stock is usually offered, owned and traded or exchanged privately. Another name for private companies is unlisted companies. Private companies need the effort of each and every person or employee they may have employed to attain quality management in the company without it the company does not have a chance of getting into the market or better yet even competing with the other private organizations (Cole, 2004).

According to Benson (2001) processing processes needs to be taken care of so as to make sure that goods and services bought are in accordance to the requirements of the given company.Goods depending on the type that it is and its functionality to its purpose, are usually based upon the final look of the good.For suppliers to be picked, selected and analyzed, one needs to look at how capable they are in supplying the goods and services as per the company's regulations and needs. Although early suppliers involvement have important benefits for companies, it will appear that in practice it will be difficult to apply and implement in some cases companies will find that involving customers early in new products design actually increases development cost whilst time to market targets is not realized. It is therefore clear that companies need to think about the conditions that should be in place in order to develop effective collaborative relationship with customers.

It's said that in order to have an organization that fully does its intended purpose in society, each department in the organization needs to fulfil its intended purpose and job.Each department, Each individual, each job, each employee and employer, in the company in a way tends to influence and is in turn usually influenced. Mistakes have a way of repeating themselves over and over and this leads to other areas in the company been affected by the mistakes from one place hence this creates more mistakes in the long run and the vicious cycle continues on and on. Therefore getting it right initially usually helps tremendously in avoiding future mistakes and mishaps. Documents used for procurement evidence help in giving detailed information of the goods and services ordered, a place for signature of approval when the good gets to the intended party in great shape.

The concept of quality cost can be used to initiate quality improvement initiatives. In many companies a considerable number of man hour spent on the inspection of incoming goods and on solving acute quality problems. The costs involved are often invisible and many companies have absolute no idea what the lack of quality is costing them. Making these costs of preventing errors, and correction costs, the cost that result from rectifying mistakes, prevention costs are all costs that are related to actions in the context of preventing quality error. Prevention costs therefore include the expenses related to the development, implementation and control of the system of total quality central (Dale, 2004).

According to Nair (2006), the collection of features and characteristics of a product contribute to its ability to meet given requirements set by the particular governing board of a certain country that determines the standard quality of a product. It's stated that product quality may be based on creating standards for producing acceptable products in a country for the customers and the demand in market. In the middle of the nineteenth century, better ways had come up to help or assist with making sure quality was in control for the goods and services so as to ensure that the performance of the product or good was up to task with its purpose. Near the end of the 19^{th} certainmethods and techniques were also shared and embraced by the manufacturing industry. During the almost end of the nineteenth century, we saw a change which was drastic in the markets globally since USA was overtaken by other markets from Asian countries like Japan and some major countries in Europe due to the position they took in the competitive market worldwide. Individuals and citizens of countries became more aware and curious of the quality of goods or produces.Organizations started to move towards adopting new and existing ways that could assist them boost quality of the goods while still looking at the cost that they would incur in the process. Therefore nowadays, companies continue to use the method mentioned above hence making sure that the main aim of quality control in our markets is mostly influenced by customer and consumer needs and wants.

Three views are mostly used to explain in depth about how a product can be regarded as of great quality. The first view we talk about is that of the person who is responsible for making sure the goods are manufactured properly. He/she is most likely to deal with how a good is designed from the beginning while incorporating all the necessary steps during this stage from the beginning to the end that is on demand from the customers and the market, For a manufacturer to achieve quality of the product he or she needs to be open to criticism from the customers and the market since it is due to the consumer or the customer that the product will manage to be a hit in the market targeted.So as to improve the product, manufacturer needs to build better products by removing defects it may have till the consumer is happy with its quality. Second view is that of the consumer or user and this is the person using the product or benefiting from it. For consumers, a product that satisfies their definition of quality is one that caters to all their needs and specifications they are looking for in a product at the present time. A third view that relates to quality of a product may be seen as where the product itself is built or produced so as to achieve its intended purpose initially to the consumer who may purchase it.

Curry (2005) companies that deal with mostly ensuring that a consumer gets the best service from them tend to most likely depend on what the consumers say to help them attract many more customers instead of diving into advertising. It is now recognized that meeting customer needs is the foundation of any successful organization that the customer comes first, second and third in the organizational priorities. Customer service is now the only factor that distinguishes one organization from the other in the same business. At the same time, the customer taste is changing rapidly. They have become more demanding and they have more choices. The best organization takes services to the extreme lengths in order to achieve quality, service and reliability. They listen to their customers by observing the customers view on product, quality, quantity and services and they claim to receive their best ideas for a new product by involving its customers in decision making.

Quality Management (QM) is a quality improvement body of methodologies that are customer- based and service oriented. QM was first developed in Japan, and then spread in popularity. However, while QM may refer to a set of customer based practices that intend to improve quality and promote process improvement. QM mostly is involved with ensuring that the decisions that are made in the company by those involved will help or assist it in ensuring that whatever products or goods and services that they deal with or in still withstand the best level of quality and withstand that level without coming down or fluctuating. Quality control henceforth needs different departments in the company while not forgetting those who are out of the company such as suppliers and the customersto work together, and discuss in depth their decisions carefully.Afterwards when the intended quality level is arrived at by those involved in the decision making process, the production of the good is started while making sure that the quality level isn't tainted or not achieved through the required ways or methods (Ahire, 2005).

In Kenya, the custodian of quality is Kenya Bureau of standards that sets criteria to be meet by the products. This prevents the keeping of substandard products in to the country at lower prices in favor of the buying business enterprise that benefit greatly from the kind of business. Greater access to product ranges due to improved technologies has resulted to high quality products and has increased competition to domestic supply box (Curry, 2008).

Quality planning helps companies in achieving better results since a plan has to be made for there to be order and great productivity in the project been undertaken. Therefore companies need to come up with a plan before they decide on embarking on a certain project or idea. For quality management to be achieved in the company certain needs have to be provided to each and every one working in the company. Some of the needs are physiological such as the shelter, food and sleep, safety of all employees they need economical and physical security, esteem and self-actualization so that one may achieve ones best (Ahire, 2005).

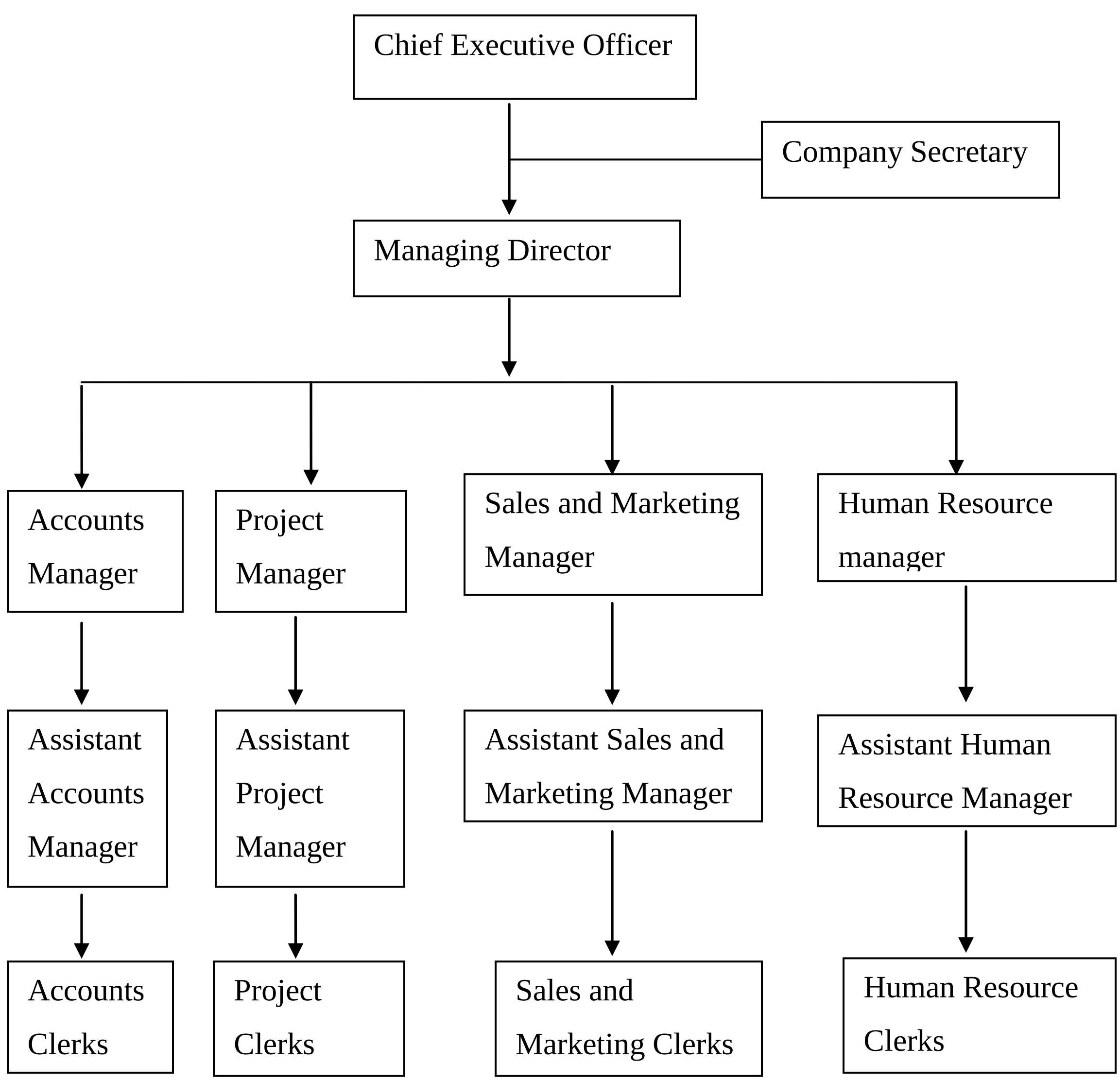


Figure 1.1 Organization Structure

Source: Coca-Cola Nairobi Bottlers Company (2017)

1.3 Statement of the Problem

What the study intends to do is to try figure out or better yet come up with ways to eliminate the various problems or gaps that are affecting the quality management of private companies in Kenya. Some of the reasons that made the researcher to study this topic are the fact that private companies in Kenya are really trying to have the best quality product in the market but due to the stiff competition among themselves for customers, we find that they are been faced with many problems or obstacles such as fake products in the market, poor management skills, untrained personnel, lack of enough money to pursue their projects, misappropriation of funds, corruption in the companies among other various problems that they are facing internally or externally in the companies that are making them not deliver quality products to the market and to the customers.Due to the problems we see that products in the market today some of them are faulty or fake due to the poor quality that a product has and this has been made possible by the crook producers and suppliers who see competition as a very big challenge to them hence go for the easy way out by circulating illegal products in the market to customers and consumers. This should be looked into by the Kenya Bureau of Standards.

Studies have shown from others researcherssuch as Juran (2005), Flynn (2005), (Cole, 2002), Kotler (2006) to mention a few, who have conducted similar research in regard to my research topic that some of the factors affecting quality management in private companies such as poor technology or lack of funds contributed heavily to the problem. Lack of cost estimating where it involves coming up with an estimate which most likely is not the actual amount of a product or the various resources needed for the completion of the project, cost budgeting where one needs to allocate the total overall cost approximation to workers contracted for the project, and the necessary resources needed so as to come up with a baseline for measuring performance and finally cost control which involves restricting immense changes to the cash flow or the capital may cause a strain in the pockets of the sponsors or investors of a product if not looked into.

Finally another reason for wanting to research on this topic in particular is so as to look at ways we can use in private companies to attract investors locally or globally so as to form good partnerships which can later improve the reputation of our companies here in our country.

1.4.1 General Objective

The main objective of the study was to address the factors affecting quality management in private companies with specific reference to the Coca-Cola Company in Kenya.

1.4.2 Specific Objectives

The study has the following specific objectives:

i. To analyze how technology affects the quality management in private companies in Kenya.

ii. To measure how competition affects quality management in private companies in Kenya.

iii. To assess how employee training or skills affect quality management in private companies in Kenya

iv. To determine how finance affect quality management in private companies in Kenya.

1.5 Research Questions

The study is aimed at answering the following questions:

i. How does technology affect the quality management in private companies in Kenya?

ii. How does competition affect the quality management in private companies in Kenya?

iii. To what extent does training or employee skills affect the quality management in private companies in Kenya?

iv. How does finance affect the quality management in private companies in Kenya?

1.6 Significance of the Study

Research on this area deserves to be done because this topic will be of great significance to other private companies, research institutions, the government, and even colleges and universities. Below are some of the ways that they can greatly benefit from this research in different ways.

In the private companies field we have competitors and this are the people in the same field fighting for scarce resources so as to use them to come on top of their fellow business rivals. In this we see once managers, employees and other stakeholders and shareholders in the private company address these factors produce and products will be of better quality hence giving them a chance to compete in the global market with other private companies. This will also contribute more to the economy of the country due to the new foreign partnerships and investments that may arise once private companies address the above issue.

Research institutions which deal with coming up with figures, data and new information to help promote transparency, efficiency, effectiveness and accountability in the private company's field or arena. This will help in promoting a fair fight between the private organizations with clear goal and objectives to work to so as to achieve it under a certain time frame before the next data collection period by the research institutions.

Governments also will benefit from this research since partnerships and investments plans will be set up so as to help make the country better through the projects that they will come up with together as partners. This will establish a good working relationship where both parties can learn from each other and work together to foster good beneficial ties in the present and the future.

Finally we see that colleges and universities will reap big form this research as that the students who graduate from this institutions will be able to go to a working field that is great in the sense that they will receive quality training which will develop their skills and broaden their thinking capacity so as to make them creative, innovative and self-drivenindividuals in the workforce of private companies. This is because they can get an idea on how to do work better so as to achieve greater results at the end of their work.

1.7 Limitation of the Study

The study is undertaken to assess the factors affecting the quality management of private companies in Kenya.

1.7.1Confidentiality

There is difficulty in collecting or having access to information relevant to this research work. This is due to the issue of confidentiality which private companies are known for due to their many laws and regulations that govern them and make them be better than their competitors.

1.7.2 Inaccurate data from employees

Also some of the employees and the management are not all that cooperative in giving out information since some may give out wrong information that they are not sure of or also the can be told to mislead the researcher by their superiors or fellow employees.

1.7.3 Lack of cooperation from employees and employers

This is due to the fact that all of them are under tight schedules and deadlines to complete the work at hand or the responsibilities they have been given. Therefore they may keep postponing meetings to help with the research or saying they don’t have time for consultations.

1.8 Scope of the Study

The research focuses on the factors affecting quality management of private companies in Kenya. The study is in reference to the Coca-Cola Company Nairobi Bottlers located along Airport North Road Embakasi. The target population is 98 employees from the Coca-Cola Nairobi Bottlers Company.This research will be conducted from May to approximately August 2017.

1.9 Summary of the Study

In this chapter, the study focuses on introducing the study and giving a background of the in reference to what many other researchers have discovered and researched. Also we see in this chapter the study explains the organizational structure of the company in reference to the study, while explaining some of the problems incurred during the research. We see some of the general and specific objectives that the study wishes to achieve, the research questions the study seeks to answer at the end of the study and the significance of the study to those who may read the study afterwards or those who are affected in the study. Finally, the study explains some of the limitations it faces during the research period maybe from the environment, company, staff of the organization and many others.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This part of the research proposal comprises of the main review, critical review and conceptual framework. Literature reviews the concept of quality management and the conceptual framework consists of the variables rather the factors that have an effect on quality management in private companies in Kenya.

2.2 Theoretical Literature

2.2.1 Technology

According to Flynn (2005) technology is termed as any electronic form of system and its applications. Chaudhari et al, (2012) conducted a study on the effect of technology on quality management and they confirmed that technology plays a role of backing up quality management to make it successful. We see also that, technology and quality management are closely intertwined and related in the way they are put into use hence we see that many companies when they decide to adopt one they can't do without the other.It was also seen that for technology to be incorporated with management so as to produce great beneficial results which are helpful to the company, they needed more resources and capital to make it work therefore making large companies at a better chance of succeeding since they had capital to make it work.

According to Juran (2005) technology is the most dramatic force that is now shaping the destiny of the organization. The much heeded information change of technology can now render a product or service absolute. New technology replaces old in order for efficiency to be obtained and quicker innovation to be exercised. It significantly influence or drive the fundamental building blocks of our information systems that is people, data process and interfaces.

According to Compton (2005) states that information and communication technology (ICT) is used in the acquisition, and storage of information by micro-electronic based combination of computing and telecommunication. ICT's roles has enabled organizations to evolve from the inefficient traditional practices that were characterized by a sequence of non-value adding clerical activities to more efficient modern practices that has enhanced the performance of the organization. Also states that ICT plays a very important role in breaking down the concept of production as a discreet function and emphasized on a wide, more integrative management and logistics approaches in which is the inter-relationship of making, production, and transportation is recognized. It also plays an important role in production function in an organization.

IT is important and effective since it helps in many various ways due to the data it analysis in companies and outside companies. This data collected and analyzed from machines or equipment's is helpful and also in the process it helps saves time and labor compared to when all the analysis and data collection is done by a human being without any special abilities. Therefore we can say that technology helps in providing quality data that one can be sure off most of the time if the technology is not interfered or sabotaged with internally or externally in any company or organization.

According to Saleemi (2002) emphasizes that computerization and use of electronic means as a platform conduct organizations transactions. In the study he states that ICT alters the skills requirements of individuals. It changes jobs and the way things are done in an organization. In addition there are some evidence that computerization in its broadest sense has a significant effect on the structure of an organization it may because manual to be obsolescence. It reduces tasks requiring manual skills and strength when applied appropriately will increase productivity handle repetitions of work, reduce administrative costs, improve quality of work and enhance consistency. Computerization and technology usage demands skills of solving problems understanding and analyzing the data provided since this leads to a bigger separation between different types of personnel in the company.

From Mullins (2003), she stipulates that with an increase computerization, description of goods and services has been replaced by barcodes known as barcodes. A barcode is a machine readable representation of information. Usually dark ink on a light background to create high or low reflections which and converted to IS and OS. Barcode is usually interpreted and analyzed by optical scanner called barcodes readers. She also states that, this barcode help in identifying goods available in stock without having to write the whole name of the product. In point of sale management the use of barcode can provide very detailed up-to-date information on the key aspects of business enabling decision to be made much more efficiently and with more confident. Fast-selling items can be identified quickly and automatically recorded to meet consumer demands.

Technologies change includes any application of new ways to transform resources into a product or service. These include new machines for example computers and new techniques and methods to work procedure for instance management information systems. The transformative power of technology may be illustrated by rapid growth of market space information and communication, electronic exchange environment mainly sophisticated computer and telecommunication equipment. Many big changes and improvements in business have risen from early knowledge of new ways of doing things. The rapid pace of technology opens new opportunities. Technology changes encompass the application of new ways to transform the resources into finished products (Webster, 2004).

According to Armstrong (2000) Theory of enterprise transformation states that information technology has tremendously influenced positively or negatively the rate at which people compete and connect at a global level. Therefore companies need to come up with different, original and unique ways that can help them retain recognition while still attracting new consumers while still retaining they top position in the global competitive niche in the market. Also they should not forget or disregard the reasons that lead them to pursue the road that they have embarked on in the company or business world. Therefore technology provides tools to help manager acquire, process, retrieve and communicate information, it has also allowed individual group and organization to manage information effectively and efficiently. The new technology is leading to innovation and shift in business operation, it has also created new efficiencies in the market, it increases both labor and productivity of which have improved efficiency in business operation.

According to (Jobber, 2004) technology advances do not go smoothly and when they do acknowledge its consumers is still an advantage of securing success technological changes which can pose a threat to companies that can't compete with their rivals. Therefore the business parameters have changed technology which enables service to be faster hence customer satisfaction.

According to Mullins (2003) the impact of IT plays a major role on deciding what really makes up the company in terms of how it is developed, ran in terms of how employees and employers conduct themselves and finally its main goal, aim and purpose for its existence. Therefore we see that it adopts or requires a new way of how things work in the company, jobs or skills of the employed workers, teams, supervisors and other higher higher positions roles in the company. IT influences change in hierarchy of authority in the company and influences the needs of re-structuring the organization and attention to job design, support system influences choice on design of production and service activity, advance in technical knowledge the search for improved economy, efficiency and government support for IT have all prompted a growing movements towards automated procedure of work.

2.2.2 Competition

The differences between quality strategy and generic business strategies have become hard to figure out and distinguish or differentiate since principles of quality management in our day today society are been joined in or merged into most activities of a business during planning stages. Therefore we understand that quality management is understood as the ability to ensure base for management that is fully functional everywhere and for everyone.Many organizations view how quality management is merged or brought together into long term planning the result is evolution that comes naturally. Many new companies or those that have existed before or for longer hence making them enjoy great fruits of successful quality through sales that have sky rocketed, or production that has grown exponentially. It is stated that strategic planning deals on ensuring and coming up with how a company can sustain its finances and also how it can market its goods and services (Cole, 2002).

According to Kotler (2006), competition includes all the actual and potential people offering complements and substitutes that a buyer might consider, he distinguishes three level of competition based on degree of a product substitutability. The first level is industry competition where a company experience competition with company offering the same or similar products and services offering the same price. Second is brand competition where a company offers the same product or services. Lastly, generic competition in that a company sees its competitors as all competing for the same consumer's money.

Kotler (2006) stated that the market concept of competition is looking at the companies that are trying to satisfy the same customer needs or serve the same customer group. The key to identify customer is to link industry and market analysis through mapping the product/market needs to gather information on competitors' strategies, objectives, strengths/weaknesses and reaction patterns. The common reactive profiles found among competitors are; the laid back competitors who react swiftly and strongly to any assault on its terrain a predictable reaction pattern. Most often, it is difficult to foresee what it will as based its economics history or anything else.

Kotler (2002) stated that it is important for an organization, for its sustainability to understand the customer's needs and satisfy them but at the same time it is more imperative to understand your competitor more. The fact that a firm should constantly compare its products or services in health sector as well as prepare stronger defense attacks.

Cravens (2002), market accessibility is another word for market opportunity which means a situation in which combination of factors creates the potential for sales of the company's products or services. This improves the competitors and increasing the sales volumes. Increase in sales volume is the key objective to ensure that through the competition offered by other health sectors, the improvement of its service delivery to its members is taken into greater consideration. Most manufacturing companies are offering their products and services at reduced cost. These are product competitors who venture into accessibility of more customers in terms of financial delivery and other services.

Better and improved concern to the welfare of the general members in offering the best services than other organizations will counter- compete them and engineer the sales volume of the manufacturing firms in tough economic times.

Competition is known to be of four kinds namely pure competition, oligopoly, monopolistic and monopoly. He stated markets that produce goods and services usually prefer pure competition or oligopoly in the long run. Mostly we see that marketing managers in this field try to impress consumers of the particular product while competing with his or her business rival or competitor who most likely is offering the same product. Since consumers view different products available to them as one that can substitute for the other, companies or organizations lower the prices of the commodity mostly when there are many competitors who are trying to avoid pure competition and this actually is of logic and goes with the fact of making the market tough. Marketing manager's counts just learn about and adopt the same 'good' marketing.

According to David (2000) he stated that since the fall of communism most business operators in market economies that are characterized by competition in the market environment. This means that every business that tries to sell a product or a service in the market environment is constantly up against competition, and that it is often competitors who determine how much of a given product can be sold and what price can be asked for it.

Market requirements; all buyers whether consumer or industrial, have set requirements that they want to be fulfilled once they purchase the product and as they us it.Some of the requirements are like the benefits of the product or how the product is used, where it can be found or bought by any consumer or customer who desires to do so. For this market strategy to be a success, sometimes it actually depends on the loyalty and believe that customers or consumers have on the particular company, how it markets the product and how reputable the company is in the market with its consumers. Therefore the management of a company must make sure each part of its marketing is set to satisfy the requirements of the given market (Cravens, 2007).

Most organizations start to face competition at a higher rate than before, consumers start to expect more of the organization and this in turn usually leads to adoption of ways that the organization can start reducing costs for it to be sustainable. In the organization some employees may start coming up with ways to improve quality without realizing or having knowledge that quality is not usually in the company's long term business plan. A number of Kenyan companies face market struggles and hurdles to date whereby the executives in the organization starts to realize how importantquality is as a strategic operating policy.Mostly quality is seen to be completely separate from money matters and advertisement plans.

2.2.3 Employee Skills

The adoption of quality management practices has been long associated with an increase in the provision of employee training. Companies that are opting for a strategy that is of quality and beneficial to the organization have come to realize that investing in "human-capital enhancing activities" such as training usually helps in promoting better performance in productivity of goods and services and this usually helps in promoting achievement of products that are of quality and ones that appeal to the customer's satisfaction or needs.For success to be seen through the strategies of quality that are integrated within the organization skilled labor needs to be present and visible. (Adam, 2004).

Training can be defined as any activity that involves learning and is geared towards the achievement of certain knowledge and skills for the purpose of a given or specific occupational task. Training as planned effort by the organization to facilitate the employees learning of job related competences including knowledge skills or behaviors that are critical for the successful job performance. The competency of the management be realized when training need are identified and pursued when the demand created in the organization for a given skill, taking into account the individual and organizational needs although there are many factors necessitates training. Non- availability of skills within the organization and motivating factors are a few factors necessitate training. Non-availability of skills within the organization and motivating factors are a few factors.

Demand driven training should be organized to assist the staff align and fit into their jobs. Training in specific area for specialization will help staff work and perform better. Training is the state at which employee skills in an organization are improved and increased in doing a certain or specific activity (Dessler, 2000). Training brings about a different way in the way people think and behave and this helps in pushing them or propelling them in doing their specific tasks in a more effective or presentable way. It enables them to get acquainted with the present prospective jobs and increase their knowledge and skills. This training was not a one-step but it was ongoing or continuous process. It was effective when properly planned and effectively executed. Quality services standards should be set to establish a target. This gives a clear sense of what to strive for and how to reach by creating availability management, by establishing clear conscience, ostensible and realistic standards which could be carried over into training so that their when prepared to meet for the job, (Mullins, 2002).

According to John (2003), he suggest that training is state at which an employee or worker in a given organization is equipped with knowledge and taught how things are done in the organization. During this period the worker gets to understand the activities and dealings of an organization, its purpose, goal, mission, and vision so that the individual may make contributions that are positive and helpful to the organization which also contribute to good performance from the employee. Orientation is designed to start the employee in a direction that is computable with the firm mission, goals and culture. Before training or development occurs in some firms an employee proceeds through an orientation to learn what the organization stands for and the type of work he or she is expected to perform.

According to Compton (2005) when talking about the sales person training, they say that after sales people are selected they will need some form of training. This is true even if they have selling experience. In these training programs retailers have to explain their own policies to the trainees furthermore, retailers may believe that in experienced sales people should become familiar with and knowledge about the retailers merchandise, the different customer’s types they may have to deal with and the selling strategies available for different customer’s choice criteria.

According to Saleemi (2002), the supplier's plant analysis is very important since the procuring entity needs the information regarding the creditability of supplier's performance. This have an advantage in relation to the production process since the firm organization does not experience production problems in the cases of shortage of supply of raw materials, works and other important input in the production. Plant analysis by the inspection of the buyer's experts gives the platform to judge how modern technological advance being used by the suppliers. Better use of advance technology, carry's a lot of significant to the efficiency and effectiveness of the suppliers in carrying out his obligation as requested. Poor technology makes the procuring entity not to performance according to the expectation of the procuring entity or firm organization. For the benefit of being liable in the economics, the firm organization has to choose a supplier that has installed better technology in their processes. It is therefore, better to weigh the relative merits and demerits of different sizes of prospective supplier's firms and merit the suppliers may be selected.

According to Burt (2004), by visiting a suppliers family, the sourcing team can obtain firsthand information concerning the adequate of the firms technological capabilities, manufacturing or distribution capabilities and it's management's technical knowhow and orientation depending on the importance of the visit, the hospital may send representatives from only supply management and engineering; or it may also include some combination or representation from those functions and finance, operations quality assurance, marketing and industrial relations. The key aspect supply is the fundamental objectives of supply management that the materials arrives on time as requested. Development as it is stated refers to the ability to learn and also assist others in learning by sharing information and at the same time being able to acquire an experience which helps an individual to grow and think differently hence making him or her perform at a given task or activity differently Much has been argued about the role and utility of training, particularly non-technical or non-skill training.

The advantage seen from providing training to employees is felt by parties involved or from those who benefit from the training of the employee and usually it is seen for some time. It is the duty or better yet advantageous for a company to also offer less experienced and less skilled workers training from experienced staff since they have been in the company longer and high chances is that they know dealings in the organization and have skills that have made them reach where they are which can be helpful to the new staff. In the organizations, we tend to find some people who don't have much to offer since they have been with the organization for a short time and may be not well versed with the organizational tasks required of them hence they can't be well equipped with helping the new staff since they lack proper experience. During this training so as to acquire employee skills for the new staff, the experienced staff tends to be responsible for the new staff by directing them so that they don't mess up in the work they are given and assisting them to understand each and everything.

Training improves skills and awareness in specific areas of operation, better understanding of process this improves productivity, better team work, high morale and motivation procedures and better understood minimizing the frequency and number of errors. Training empowers employees and they become asset to the organization. Personnel skills are influenced by motivation. This stimulates the interest of somebody, to case somebody to want to do something. Most people see satisfaction of a job as one that may include various characteristics such as equal pay or salaries that are comparable, promotions within the organization for those employees who deserve it and have worked for it and many other factors. Although they may feel that way sometimes it all depends mostly on the needs of the employee and what the environment they are in requires of them for that to become possible (Armstrong, 2000).

Armstrong (2006) says that there is a big difference in output that is employee performance between organizations that trains their staff and those do not train their staff. Those organizations that train the employees tend to most likely pull in exceptional employees with great skills from other outside organizations by offering them different types of opportunities that are beneficial to the employee which in the long run help make them more competent and this will therefore provide them with the ability to be thankful or satisfied with the opportunity or the job they have and this brings about great rewards for both parties. The large organizations to be productive gain high profitability should train the employee so as to carry out procurement function well since they will be motivated to work due to rapid change in methods of purchasing and supplies large organization should not ignore the issue of training their workers so as to withstand competition in the changing environment. It should encourage it since it will help in updating the workers improving their working morale and sharpening their working skills.

From Mullins (2002) writes that the reason for providing training to individuals is to enhance and better their knowledge and mentality of how things are done hence changing their attitude in the process since training is seen to be a key to improved performance in large organization. This in the process helps narrow the difference on what is required to be performed and what is been performed therefore organization owners must be trained on how to deal with customers. New employees also require special training so as to become efficient and existing ones take high level jobs. Therefore for large organization to be successful in the design of stores it need to introduce training.

2.2.4 Finance

According to Robert (2010), Finance is the provision of money when it is required. It is the lifeblood of an enterprise. There are a number of factors why small enterprises have particular difficult in obtaining formal credit or find the cost not worth the effort. Small processing and trading organizations are frequently unable to provide the collateral required by the credit organization. Since most are assets poor and unable to use as collateral land held traditional land tenure system. The requirement for collateral is itself a product of the risk, real or perceived and high transaction cost of bank loan may be very high relative to the actual size of the loan. He further describes business finance as the task of generating funds needed by a business entity in the most favorable terms to achieve the objectives of the business. The objectives of the business are profit maximization, business ethics, growth and survival as well as social responsibilities therefore in adequate finance means that none of the above mentioned would materialize therefore finance is a crucial component in sustainability of any project. A major problem arises when there is poor management of finance by the management.

According to Michael (2008) Finance is a major factor contributing to quality management. This is mainly because an organizations financial base enables one to acquire loan, guarantees and security. He further states that lack of finance is a recurring problem for the poor quality products. We also see that finance can be defined differently but it always entails planning of countable resources that are hard to fang for the benefit of the public.

According to James (2002), modern finance refers to investments such as assets in different categories as a propeller to people coming up with different ways of generating wealth in society. It is mostly viewed that most managers tend to increase wealth of the stakeholders by making an effort to come up with ways that can bring in cash which will be greatly appreciated more in different areas. In an economy where we have different sources of income from different activities, this type of long term goal is activated through a market known as the capital market. The ability of a manager to make sure the returns of an investor are increased through different opportunities that one can invest upon or in, he or she needs bring about or attract more knowledgeable information so that one can be successful in the markets.

According to William (2003) he points out that financing is indeed not only important to employees but also plays a very significant role in enabling management to purchase any equipment needed for production which the organization may not have. Lack of adequate capital would indeed comprise the best of procurement management process especially if the distribution entails making more expensive capital investment. Finances according to him, is the ability of an organization to get capital for it to take care of within the organization. Virtually all organization has certain operational needs for which funds must be available. The key areas include managing day to day needs of the business, controlling credit operations, acquiring needed inventory and making capital expenditure.

Managerial finance is intertwined with the roles and responsibilities of managers who deal with finances in an organization. Financial managers do manage things to do with cash and capital in regards to any type of business doesn’t matter whether it is private, public, financial, no-financial, large, or small or whether it is one that is anongovernmental one or a government one. Duties of these financial managers tend to vary from ensuring tasks are planned, people get an extension of credit in case they want to buy a commodity, ensuring proposals that tend to attract great amounts of money for them to be successful and many other duties.

Finance available to a company contribute a lot or greatly to quality. These means that once a company has enough funds, purchasing of the best quality products will not be an issue to them since those funds will help the company get access to quality machinery and other resources that will help in performance of the company. Private companies mostly get their funding from shares, loans from banks and other financial institutions, profit ploughed back (money set aside part for the profit made to be used for general or specified purposes instead of sharing it all as dividends). Lots of funds will contribute to good payment of salaries in a company therefore making them feel appreciated and even able to perform their duties well hence improving the quality of production or even the labor in the company (Robert, 2010).

2.3 Critical Review

Past studies have been undertaken by past researchers in an effort to address the problem facing quality management in private companies. Also along the studies and theories that have been made many of those authors have also criticized what they said an example is Juran (2005) who taught the Japanese about quality management. He was also the first arguably quality expert to emphasize that no quality management system works unless people are empowered and committed to take responsibility for quality as an ongoing process. Except for Juran we find other theories and scientists who were criticized also on their perspective about quality management and its weaknesses.

2.4 Summary

This chapter summarizes various aspects on the factors affecting the quality management in private companies in Kenya. Therefore we can say that for quality management to work out certain factors need to be considered such as technology, employee skills and training and finances. These means that there's a chance however slight it may be that quality has to work with the above factors in place for it to be a success for everybody.

For example finances have to be there for one to achieve quality management in the company. These means that employees will need to be paid well for them to work well and comfortably, funds will need to be used by a company so as to purchase any type of equipment that may help in making work easier for the company so as to produce quality products and finally funds will also be required by the company to help them acquire the best people to do the work and keep up with any financial requirements they may demand for as they work for the company. In conclusion, this means that quality management cannot be achieved by any company without the help of the above factors.

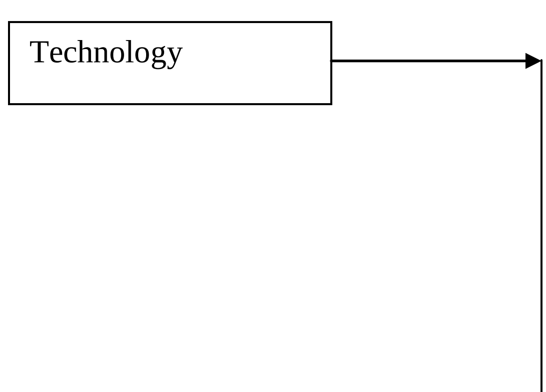
2.5 Conceptual Framework

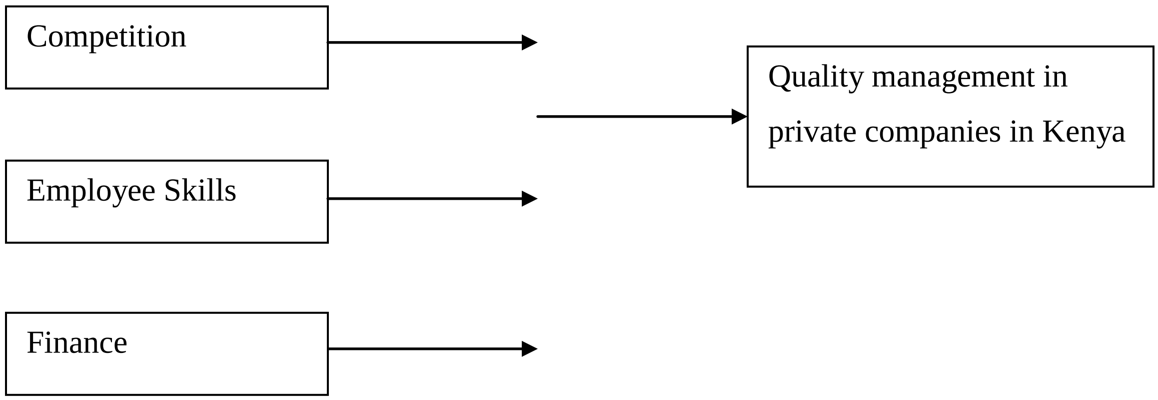
It is referred to as a concept that tends to be designed while consisting of logical and sequential patterns. It tends to stand for or show and explain structures that are less formal hence making them be used to help with learning whereby theories that have existed before are hypothetical and also sometimes not quite enough.Sometimes it also consists of a certain theory or knowledge which is found or adopted from people observing or looking at and the ability to understand something immediately without the need for conscious reasoning.

Reasons for having a conceptual framework vary as ensuring its used to explain various concepts while coming up with a way in which the concepts can relate to each other in a given study, ensure that the findings of the study are explained and analyzed to peoples understanding, to analyze what is observed and finally it makes sure that it supports development of given theories that are useful to the given practice.

Figure 2.1 Conceptual Framework

Independent Variables **Dependent Variable**





Source: Author (2017)

Brief Explanation of Variables

2.5.1 Technology

Technology affects quality management in a positive and negative way in the sense that lack of updated equipment affects negatively the rate at which a company may produce products since man can never be compared to machines and their effectiveness. Also it can be seen as something positive in quality management in private companies in that it helps in time saving since machines are quick and also never get tired of doing work therefore need no rest.

2.5.2 Competition

This is referred to as the state where companies work all very hard to be better than the other in the field they specialize in. usually for a company to come up as the top then it must be better than its competitors in what they produce in terms of the management, prices and the quality of what they have on the market since everybody loves quality things.

2.5.3 Employee Skills

Employee skills can be termed as what he or she can do best or what he may have been trained in school or an institution to do best. Therefore employees who are best in what they do help in making a company the best due to their outstanding qualities they may have or what they are skilled to do best. In short they are probably experts in what they love doing. People or employees who lack training and great skills do not benefit a company in any way other than make it use its funds to try and teach them so as to become at least useful to the company.

2.5.4 Finances

Funds that are available to the company contribute a lot to the company since they help in the development of a company and its employees since the fund influence also the training of the workers there and the development of any programs that may help them. If an organization does not do well it means that it is likely not to have enough funds to distribute in the company or take its employees for any training programs and vice versa.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter discussed and reported on the designs and methodologies that were used in the research.Certain procedures were adopted during data collection and during the analysis. This chapter detailed the research instruments which were used by the researcher while carrying out the study. Also the researcher ensured to include or discuss the sampling design and the data collection procedures since they were an important part of the research in this chapter respectively.The chapter made sure to describe the research design the researcher used, target population of the study, the sampling method that fit the research, and finally the steps taken for data collection and analysis in total.

3.2 Research Design

The study used descriptive research design, the researcher saw this as the most applicable research design for the study, and this is because it ensured that it described the independent variables of the study.This method of investigation scientifically was involved with the data collection and making sure that the data was analyzed in a given order so that it would explain or show a phenomenal that was in its current specific condition and status. This was concluded to be because of the fact that it saved time, it was quite possible and easy for the researcher to be able to collect certain needed information from the workers of the company and also since it was found to be cheap compared to others making it come up with accurate findings with in depth information. Descriptive research ensured to collect data without any tampering of the context of the research and was not intrusive therefore dealt with occurrences that occurred naturally, the researcher also had no control over this fact (Mugenda and Mugenda, 2003).

3.3 Target Population

Population is totality of elements that has one or more characteristics in common. The researcher chose Coca-Cola Nairobi Bottlers Company to efficiently and effectively accomplish an in-depth study of the topic. The target population was 98 employees. The employee's works in different work positions or levels, there are those who work in managerial and Non – Managerial. The researcher then used the target population to get the research sample size that was to be used in the study, as the respondents. These represented the management team, supervisors, and other employees in the company.

Table 3.1 Target Population

Category	Target Population	Percentage
Managerial Staff	24	23
Non Managerial Staff	74	77
Total	**98**	**100**

Source: Author (2017)

3.4 Sample design

Sampling is seen as the process of data collection where a few units from the whole population are collected and the results obtained from these few units generalized for the whole population. We see that the researcher decided to use stratified sampling method in the research. The researcher made use of acquired general knowledge to strategize the population according to various levels of management. This helped ensured that the entire population was represented. The sample size was half of the target population. In the research study, the researcher decided to use sampling of stratified and simple random.

Often various factors divided the population into sub-populations. These were to be included during the selection of a sample from the targeted population.So that it would be possible for sample to be obtained that represented the population, the stratified sampling method had to be used. A stratified sample was to be taken from collecting samples from each stratum of a given population. It was identified that for each population that had various strata's was actually needed to have a certain part of each given sub group in the sample. Using this method, the sample was to be divided into different strata's at the organization hereby the divisions were to be according to their working departments. In addition to that, the sampling method ensured that all members of the population would be included in the study.

We see that all the groups that were involved had an equal chance to be picked for selection. After the researcher came up with the different departments at Coca-Cola Nairobi Bottlers Company the researcher then used simple sampling to come up with a well-represented research sample.

Table 3.2 Sample Size

Category	**Target Population**	**Sample Size**	**Percentage**
Managerial Staff	24	12	23
Non Managerial Staff	74	37	77
Total	**98**	**49**	**100**

Source: Author (2017)

The table above shows the target population, sample size, percentage of the sample size to the sample population. The table took into account all employees of the organization. The sample shows what the researcher would use to administer the questionnaires and get the required information in the research study. The sample was a good representation because it took care of all levels of employees in the institution.

3.5 Data Collection Methods

3.5.1 The use of questionnaire

The researcher used questionnaires that helped or assisted her to get the data she needed from those who responded.This method gave way to each individual who responded an equal chance to get the same questions with the others without any difference in the questions. Therefore it was concluded that the questionnaires brought in immense information or data in comparison to the knowledge that was availed through interviews.

3.5.2 Validity and reliability of the Research Instruments

In order to ensure internal validity and control measurement error, the data collection instruments would review the content and validity. So as to ensure the integrity and consistency of the data the researcher accounted for any personal biases, which were most likely to influence the findings, sampled acknowledged biases so as to try and ensure the relevance of the data collected and analyze it, the researcher also ensured that records were kept or stored meticulously so as to promote transparency in the long run amongst other ways. The instruments such as questionnaires, feedback from interviews and many more were pilot-tested by randomly selected groups of employees and management by sending questionnaires to some selected sample respondents and then the information acquired would be evaluated to assess how reliable it was. The pilot testing took place in Coca-Cola Nairobi Bottlers, Embakasi branch. Questionnaires which helped in pilot- testingfor the study were five questionnaires to ensure consistency and integrity of the overall data.

Reliability of the research was conducted like during interviews and group participations whereby different groups of people talked about the same issues which lead to obtaining the same results once the exercise was repeated.

3.6 Data Analysis Methods

The researcher chose to allow the information that was obtained through the help of the various different instruments to be corrected so that they could obtain clear, correct and needed data for the study. The corrected data would then later be analyzed and evaluated so that classification would occur easily hence facilitating tabulation. Data that was then tabulated was then analyzed by ensuring that various percentages were calculated well and respectively. The data would later be presented in the study through pie charts and bar graphs when there was successful understanding of the findings. Descriptive data would beevaluated both quantitatively and qualitatively and the findings that would be found would have been explained through the help of explained information and knowledge.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter is divided into introduction, response rate, quantitative analysis, qualitative analysis, conclusion and summary. Suggestions for further research has been given in a concluding statement in the context of studied organization.

4.2 Presentation of Findings

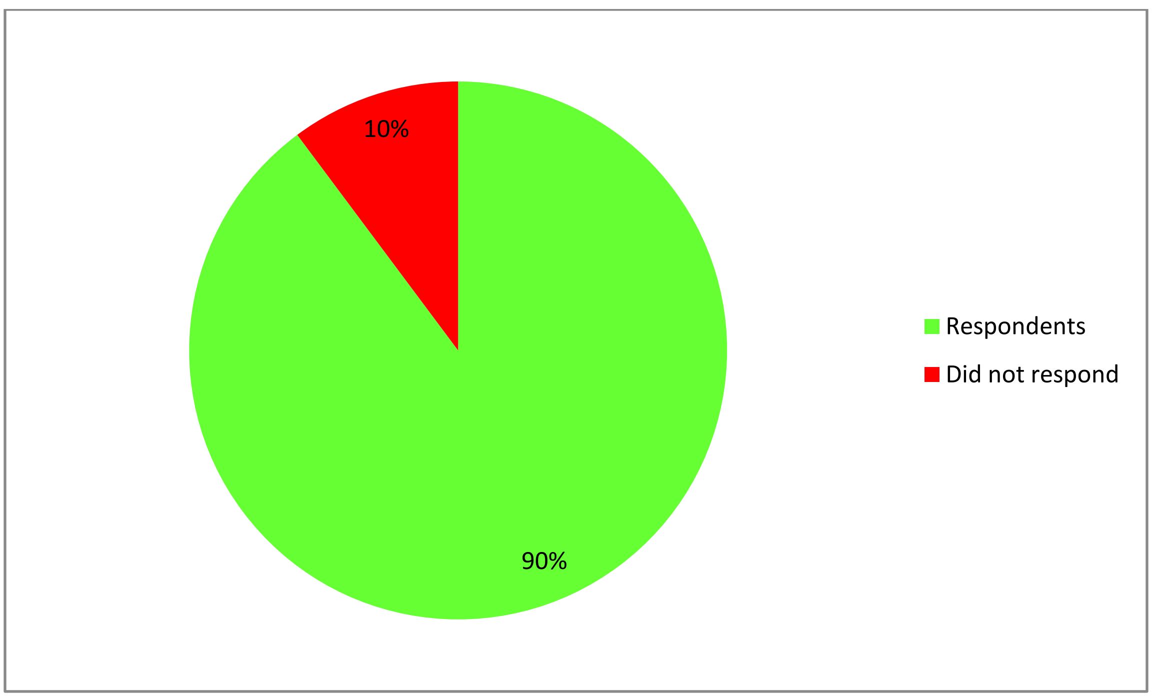
4.2.1 Response Rate

Table 4.1 Response Rate

Category	Frequency	Percentages
Respondents	44	90
Did not respond	5	10
Total	**49**	**100**

Source: Author (2017)

Figure 4.1 Response Rate



Source: Author (2017)

In reference to table 4.1 and figure 4.1 above, Out of the 49 questionnaires that were given to the different population categories at the organization, 90% responded while 10% did not respond. The remaining (5) 10% respondents were not able to give back the questionnaires, some were not at work at the time of collecting the questionnaires; others had not completed answering the questionnaires.

4.2.2 Genders

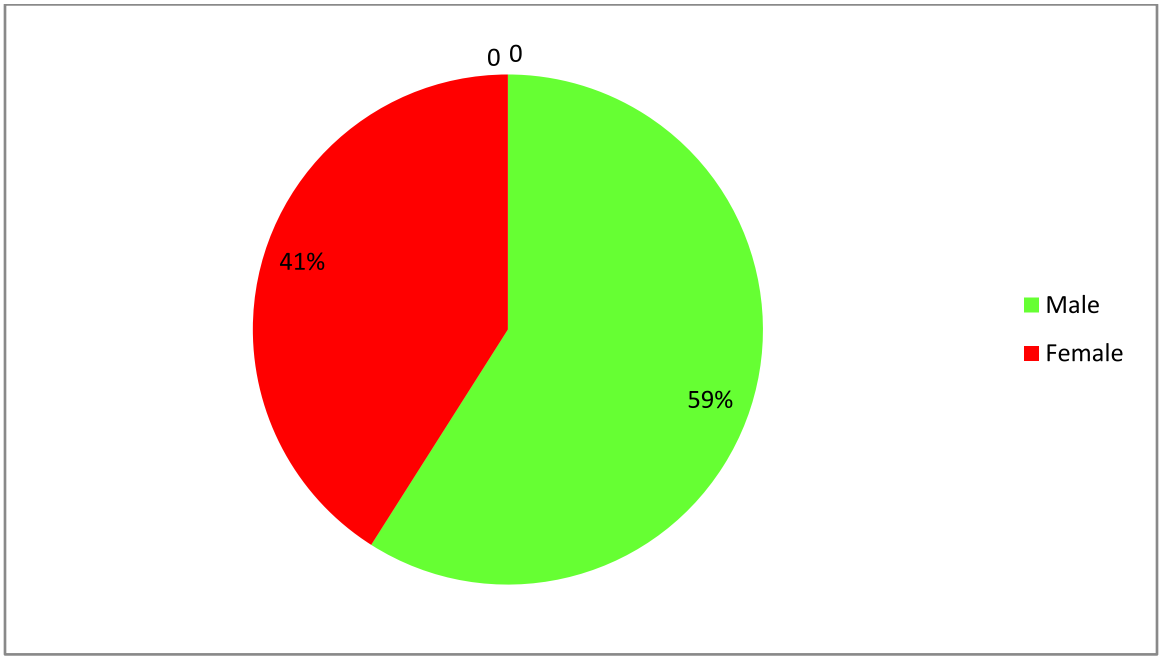
On gender the response were as follows; male 59% and female 41% therefore the researcher concluded that the gender respondent rate of the male was higher than that of the female in the overall study.

Table 4.2 Gender Respondents Rate

Gender	**Response**	**Percentage**
Male	26	59
Female	18	41
Total	**44**	**100**

Source: Author (2017)

Figure`4.2: Gender Respondents Rate



Source: Author (2017)

Table 4.2 and figure 4.2 above, the response shows that 59% were male and 41% were female. This indicates the number of male to be more than female. This therefore indicates that the majority of the responses were male.

4.2.3 Ages of the Respondents

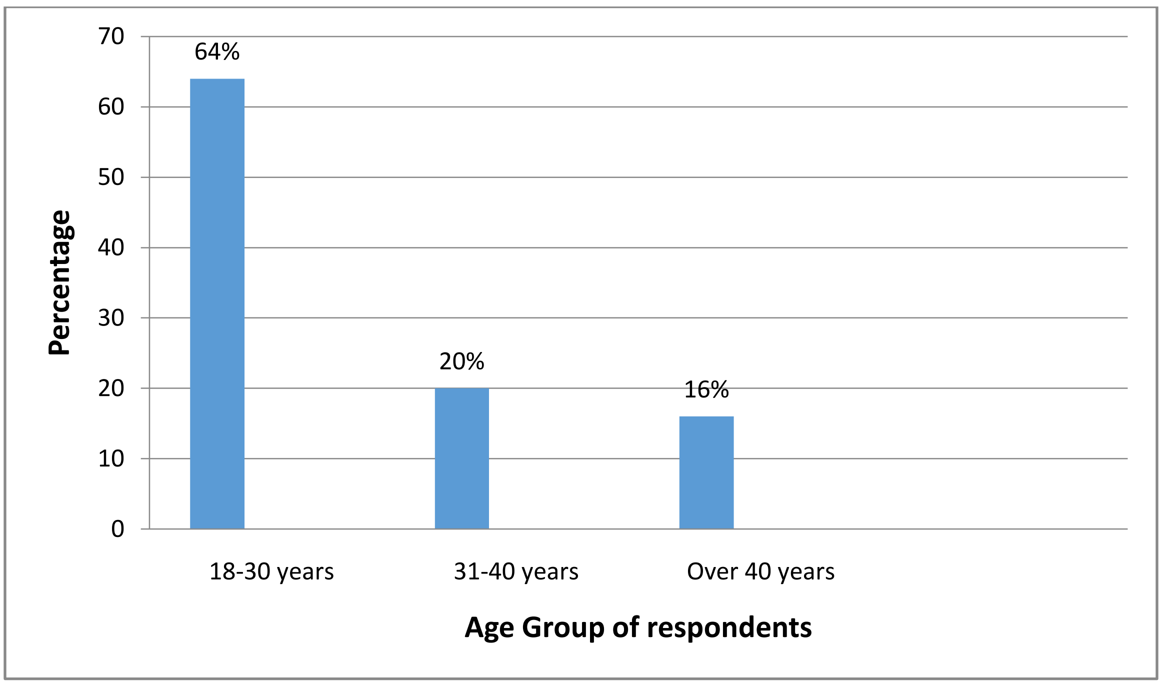
The researcher collected data on the ages of the different employees that were involved in the research study. Table 4.3 and figure 4.3 indicated that respondents aged between 18-30 years, 64% responded, between 31-40 years 20% responded, while over 41 years 16% responded. Therefore the researcher concluded that those between 18-30 years responded greatly.

Table 4.3 Age Groups of the Respondents

No. of Years	**Frequency**	**Percentage**
18-30 years	28	64
31-40 years	9	20
Over 41 years	7	16
Total	**44**	**100**

Source: Author (2017)

Figure 4.3 Age Groups of the Respondents



Source: Author (2017)

In response to table 4.3 and figure 4.3 above, the responses from the respondents shows 64% were between 18-30 years, 20% between 31-40, and 16% were over 41 years of age. Majority of the respondents were between ages 18-30 years.

4.2.4 Highest Educational Levels

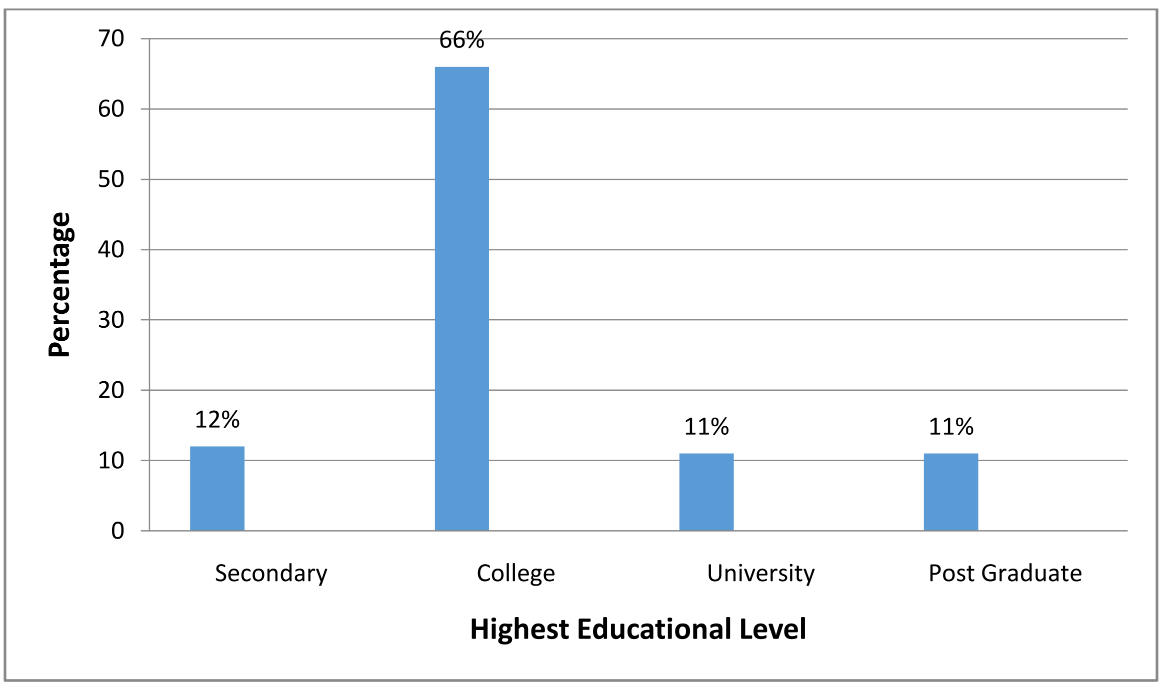
The researcher obtained data as shown on table 4.4 and figure 4.4 on those with the highest educational level among the workers and this was the conclusion; secondary 12%, college 66%, university 11% and post graduate 11%. This meant that most workers had reached college as the highest level of education.

Table 4.4 Highest Education Level of Workers

Level of Education	Actual Respondents	Percentage
Secondary	5	12
College	29	66
University	5	11
Post graduate	5	11
Total	**44**	**100**

Source: Author (2017)

Figure 4 .4 Highest Education Level of Workers



Source: Author (2017)

The table 4.4 and figure 4.4 above, the responses were as follows; secondary level were 12%, College 66%, university were 11%, while the post graduate were 11%. The majority were of college level which was 66%, thus the respondents were learned and were able to answer the prescribed question affirmatively

4.2.5 Years of Experience

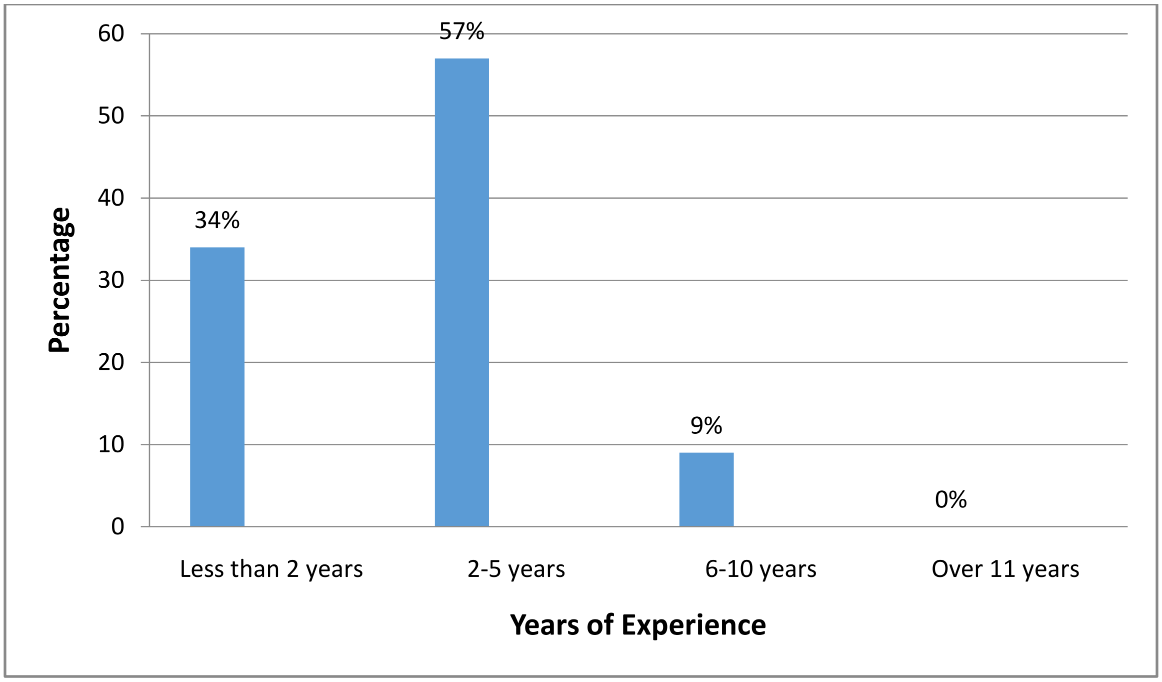
The researcher shows that table 4.5 and figure 4.5 indicated information on years of experience of the employees of the company. According to his research he found out that those with less than two years were 34%, 2-5 years 57%, 6-10% years 9%, and over 11 years 0%. In conclusion 2-5 years had the largest percentage.

Table 4.5 Years of Experience

No. of Years	Frequency	Percentage
Less than 2 years	15	34
2-5 years	25	57
6-10 years	4	9
Over 11 years	0	0
Total	**44**	**100**

Source: Author (2017)

Figure 4.5 Years of Experience



Source: Author (2017)

It's shown in table 4.5 and figure 4.5 above, the response was as follows; below 2 years were 34%, between 2-5years were 57%, between 6-10 years were 9%, over 11 years 0%. A majority of the workers in the organization have worked between 2-5 years.

4.2.6 Technology

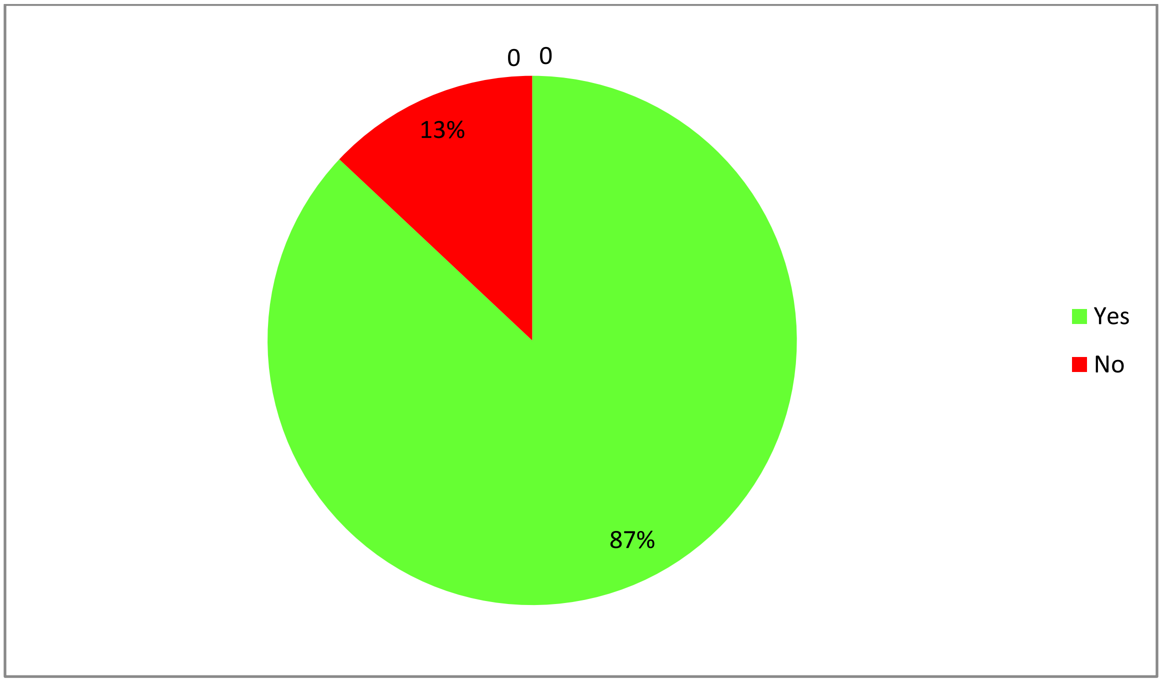
According to data as indicated on table 4.6, response of the effect of technology on quality management 89% said yes while 13% said no. therefore the researcher concluded that many agreed that technology affected quality management.

Table 4.6 the Effect of Technology on Quality Management

Response	**Frequency**	**Percentages**
Yes	39	87
No	7	13
Total	**44**	**100**

Source: Author (2017)

Figure 4.6 the Effect of Technology on Quality Management



Source: Author (2017)

The researcher established that technology affects quality management in private companies in Kenya. According to the table 4.6 and figure 4.6 above, 87% of the respondent's stated yes, technology affects quality management in private companies in Kenya and 13% said NO. The researcher affirmed that technology affects quality management in private companies in Kenya.

4.2.7 Rating of Technology

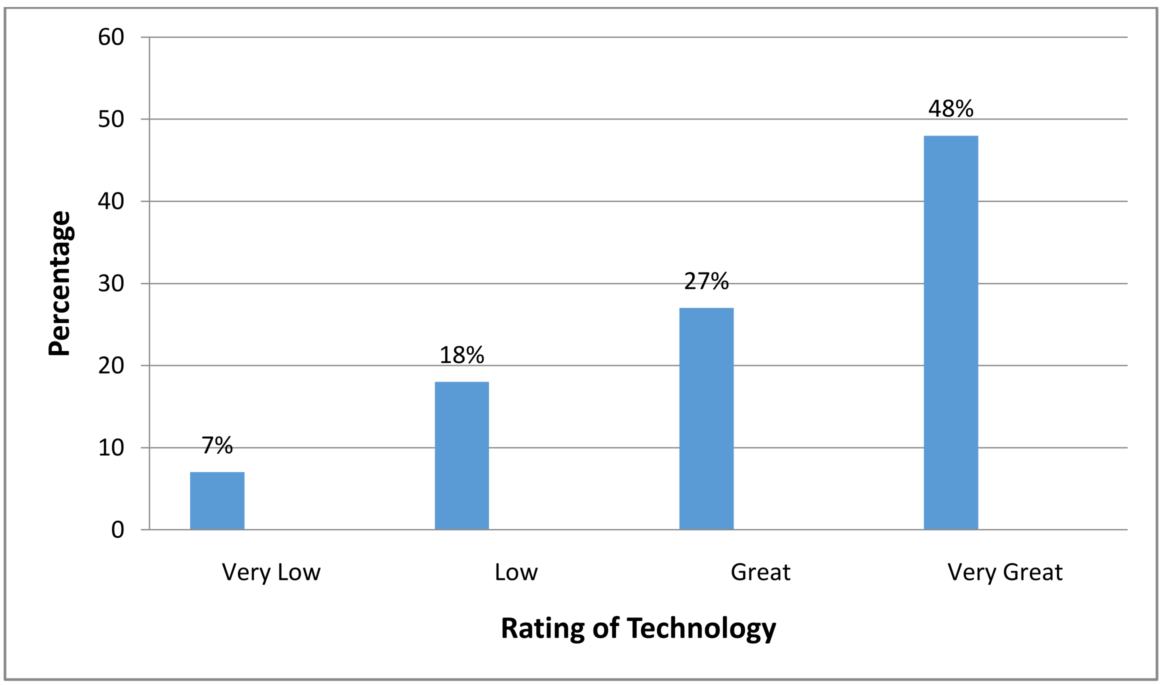
Technology according to the study affected quality management in private companies in Kenya showing that people had different responses to it when introduced to the company. According to table 4.7, response to technology was very low 7%, low 18%, great 27%, and very great 48%. Therefore majority of them rated technology was very great and that it affected quality management greatly.

Table 4.7 Rating of Technology

Response	Frequency	Total
Very low	3	7
Low	8	18
Great	12	27
Very great	21	48
Total	**44**	**100**

Source: Author (2017)

Figure 4.7 Rating of Technology



Source: Author (2017)

Above table 4.7 and figure 4.7, the extent to which technology affects quality management in private companies in Kenya were as follows; very low 7%, low 18%, great 27%, and very great 48%. Majority indicated that technology affect quality management in private companies in Kenya in a great way.

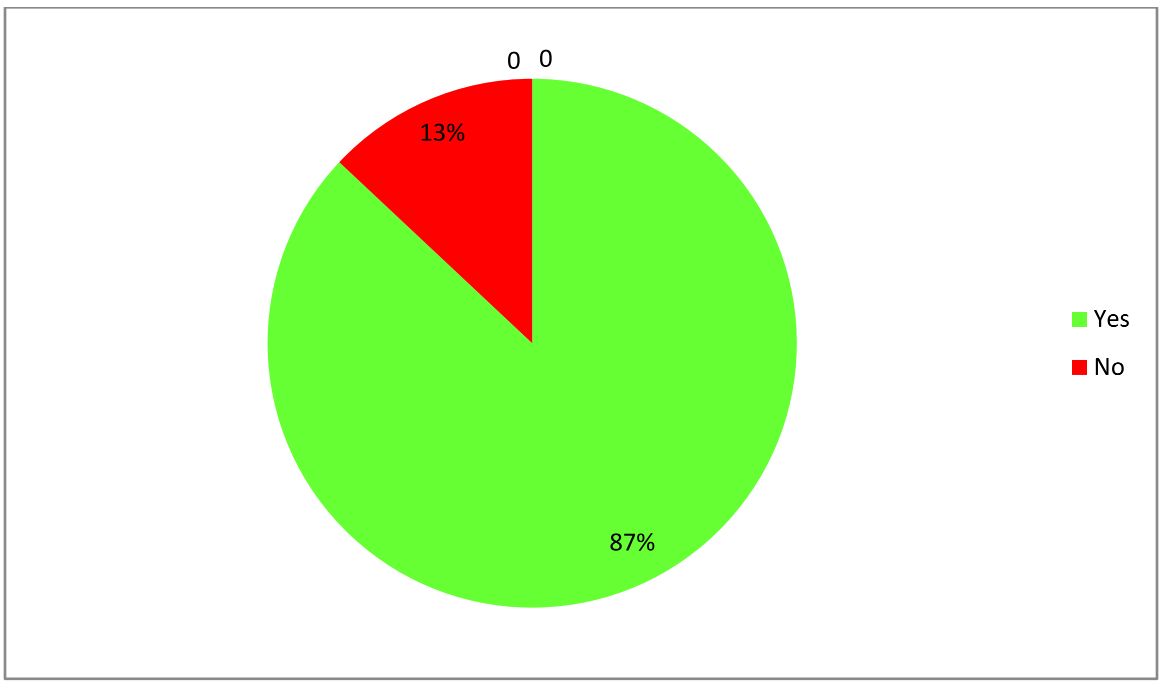
4.2.8 Competition

Table 4.8 Effect of Competition on Quality Management in Private Companies

Response	Frequency	Percentages
Yes	39	87
No	7	13
Total	**44**	**100**

Source: Author (2017)

Figure 4.8 Effect of Competition on Quality Management in Private Companies



Source: Author (2017)

The researcher established that competition affects quality management in private companies in Kenya. According to the table 4.8 and figure 4.8 above, 87% of the respondent's stated yes, competition affects quality management in private companies in Kenya and 13% said NO. The researcher affirmed that competition affects quality management in private companies in Kenya.

4.2.9 Rating of Competition

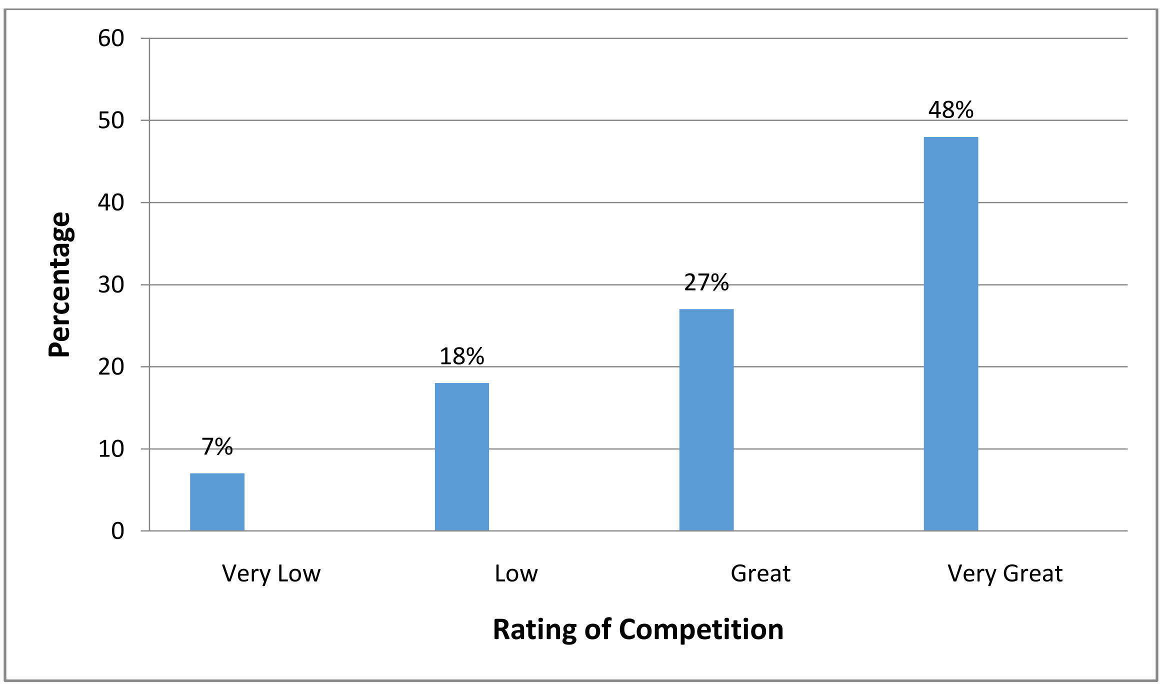
Competition affecting quality management in private companies in Kenya was rated differently by the various respondents according to table 4.9; very low 7%, low 18%, great 27%, very great 48%. Therefore majority indicated competition affected quality management very much.

Table 4.9 Rating of Competition

Response	**Frequency**	**Total**
Very low	3	7
Low	8	18
Great	12	27
Very great	21	48
Total	**44**	**100**

Source: Author (2017)

Figure 4.9 Rating of Competition



Source: Author (2017)

Table 4.9 and figure 4.9 above, the extent to which competition affects quality management in private companies in Kenya were as follows; very low 7%, low 18%, great 27%, and very great 48%. Majority indicated that competition affect quality management in private companies in Kenya in a great way.

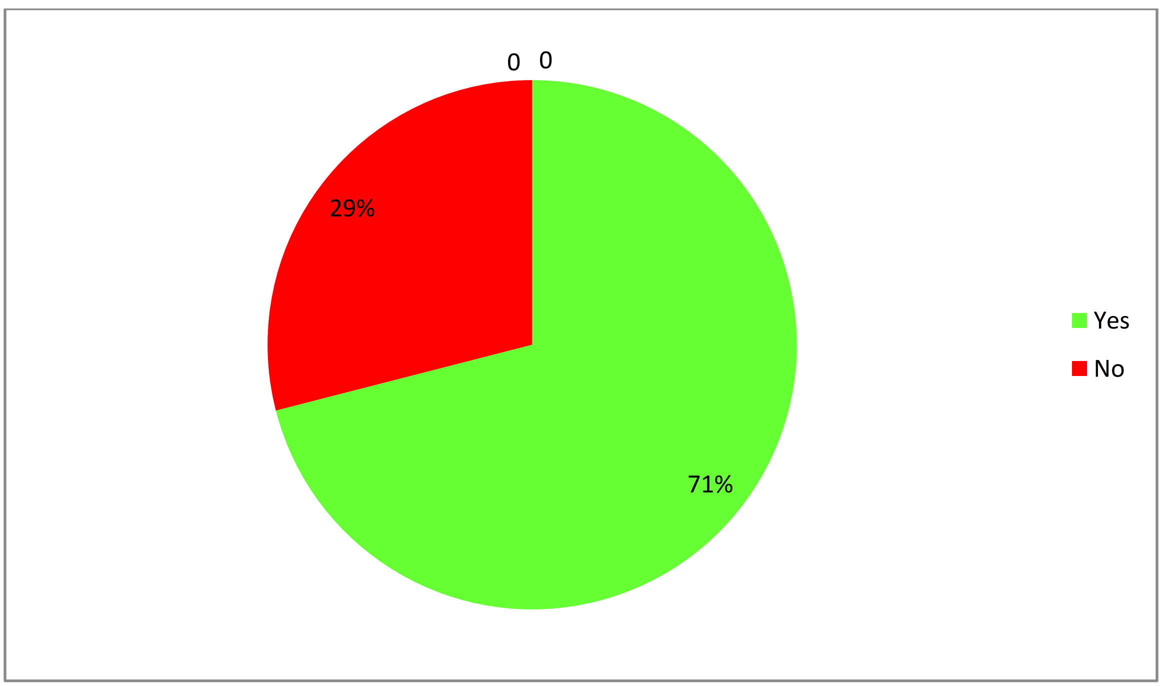
4.2.10 Employee Skills

Table 4.10 Response on Employee Skills

Response	Frequency	Percentage
Yes	31	71
No	13	29
Total	**44**	**100**

Source: Author (2017)

Figure 4.10 Response on Employee Skills



Source: Author (2017)

As it is explained in table 4.10 and figure 4.10 above, the respondents 71%, indicated that employee skills affects quality management in private companies in Kenya, against 29% who stated it does not affect the industry. Thus the researcher affirmed taking into consideration the majority remarks that yes employee skills affects quality management in private companies in Kenya.

4.2.10 Rating of Employee Skills

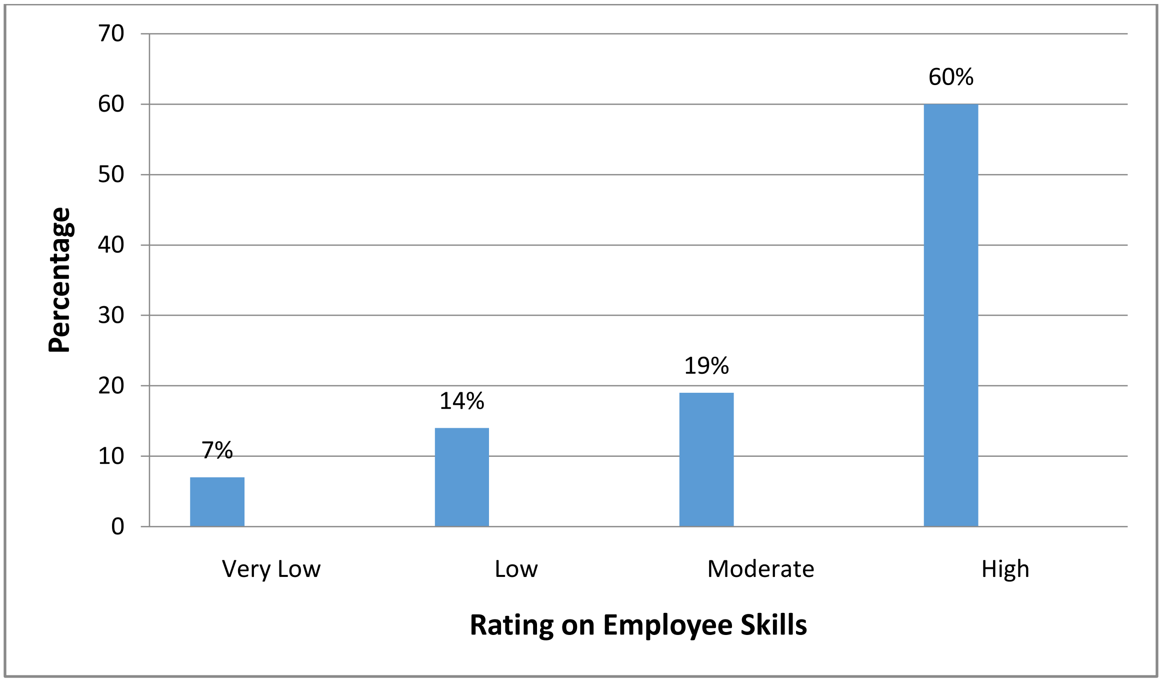
According to table 4.11, ratings on employee skills by employees were tabulated as; very low 7%, low 14%, moderate 19%, and high 60%. Therefore the researcher concluded that majority of the employees believed that employee skills affected quality management highly.

Table 4.11 Rating on Employee Skills

Response	Frequency	Percentage
Very low	3	7
Low	6	14
Moderate	9	19
High	26	60
Total	**44**	**100**

Source: Author (2017)

Figure 4.11 Rating on Employee Skills



Source: Author (2017)

In table 4.11 and figure 4.11 above, the workers rated employee skills as follows; very low 7%, low 14%, High 60%, Moderate 19%.A majority rated employee skills as high, thus the researcher concluded that employee skills affects quality management in private companies in Kenya in a very high way.

4.2.11 Finance

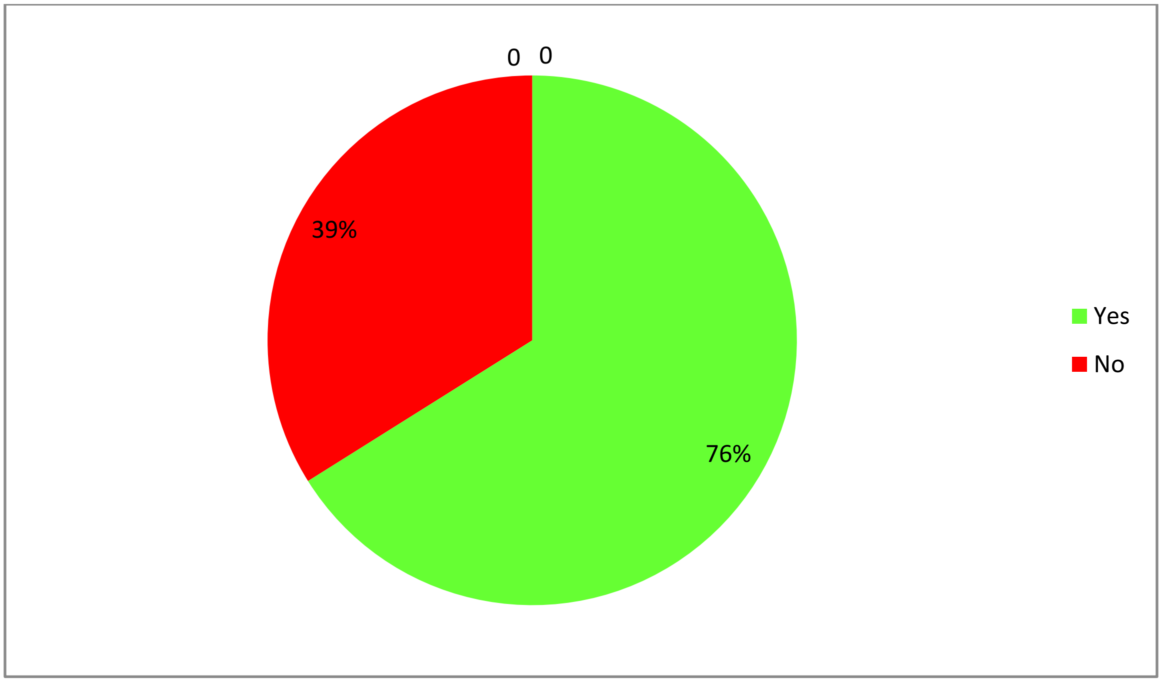
According to table 4.12, the response to finance affecting quality management was tabulated by 61% saying YES, that finance affects quality management in private companies while 39% said NO thus disagreeing that finance affects quality management.

Table 4.12Response on Finance Effect on Quality Management

Response	Frequency	Percentage
Yes	27	61
No	17	39
Total	**44**	**100**

Source: Author (2017)

Figure 4.12 Response on Finance Effect on Quality Management



Source: Author (2017)

Following table 4.12 and figure 4.12 above, majority 61% of the respondents stated that finance affect quality management in private companies in Kenya. Thus 39% of the respondents stated no, thus the researcher established that yes finance affects quality management in private companies in Kenya.

4.2 13 Finance

The researcher according to table 4.13 tabulated data showing or indicating how finance was rated towards affecting quality management in private companies in Kenya. Response was; very low 2%, low 23%, great 27% and very great 48%. Therefore in conclusion to the data on the table, it showed that a great percent agreed that finance affected quality management in private companies in Kenya.

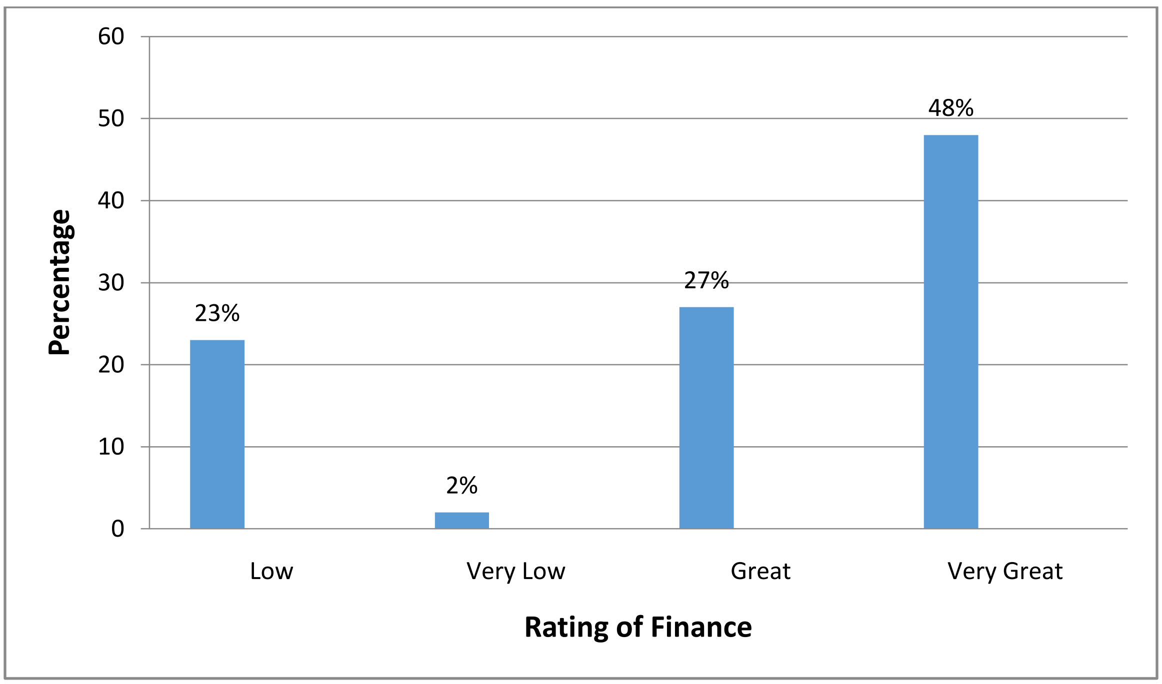
Table 4.13 Rating of Finance

Response	**Frequency**	**Total**
Very low	1	2

Low	10	23
Great	12	27
Very great	21	48
Total	**44**	**100**

Source: Author (2017)

Figure 4.13 Rating of Finance



Source: Author (2017)

The table 4.13 and figure 4.13 above, the extent to which finance affects quality management in private companies in Kenya is as follows; very low 2%, low 23%, great 27%, and very great 48%. Thus majority indicated that finance affects quality management in private companies in Kenya to a great extent.

4.3 Summary of Data Analysis

The qualitative data analysis analyzes the response given from the open-ended questions, has helped to establish patterns and relationships between the information gathered in the study. It also helped to get in-depth information on the feelings of the respondents. All the respondents were aware that there are some challenges such as technology, competition, employee skills and finance which affects quality management in private companies in Kenya in a very great way.

87% indicated that technology had an effect on quality management in private companies in Kenya while other respondents at 13% stated that technology had no effect on quality management in private companies in Kenya from the study it was concluded that majority of the respondents were in agreement that technology influenced quality management in private companies in Kenya.

With reference to the study 87% indicated that competition had an effect on quality management in private companies in Kenya while other respondents at 13% stated that competition had no effect on quality management. From the study it was concluded that majority of the respondents were in agreement that competition influenced quality management in private companies in Kenya.

Majority of the respondents at 71% were of the opinion that employee skills had an effect on quality management in private companies in Kenya, respondents at 29% were in agreement that employee skills had no effect on quality management in private companies in Kenya.

The study revered that finance has affected quality management in private companies in Kenya with reference to Coca-Cola Nairobi Bottlers Company. Majority of the respondent 61%, said that lack of enough finance has hindered quality management in private companies in Kenya. They felt that the organization should add the finance they give to its productions departments to increase the quality success of their productions. The respondent indicated that maintaining quality is very expensive and therefore more finance should be availed for quality management in private companies in Kenya.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives information that puts into consideration the main findings of the study giving conclusions which attempted answers to the specific questions that were investigated. In addition recommendation for possible action and suggestions for further research is given.

5.2 Summary of Findings

5.2.1 How does technology affect quality management in private companies in Kenya?

The researcher established that technology affects quality management in private companies in Kenya. 87% of the respondent's stated yes, technology affects quality management in private companies in Kenya and 13% said NO. The researcher affirmed that technology affects quality management in private companies in Kenya. The researcher further found out the extent to which technology affects quality management in private companies in Kenya as follows; very low 7%, low 18%, great 27%, very great 48%. Majority indicated that technology affect quality management in private companies in Kenya in a great way. Hence the researcher ascertains that technology affects quality management in private companies in Kenya.

5.2.2 How does competition affect quality management in private companies in Kenya?

The researcher established that competition affects quality management in private companies in Kenya. 87% of the respondent's stated yes, competition affects quality management in private companies in Kenya and 13% said NO. The researcher affirmed that competition affects quality management in private companies in Kenya. The researcher further found out the extent to which competition affects quality management in private companies in Kenya as follows; very low 7%, low 18%, great 27%, very great 48%. Majority indicated that competition affect quality management in private companies in Kenya in a great way. Hence the researcher ascertains that competition affects quality management in private companies in Kenya.

5.2.3 To what extent does employee skills affect quality management in private companies in Kenya?

The respondents 71%, indicated that employee skills affects quality management in private companies in Kenya, against 29% who stated it does not affect the projects. Thus the researcher affirmed taking into consideration the majority remarks that yes employee skills affects quality management in private companies in Kenya. The respondents rated employee skills as follows; very low 7%, low 14%, High 60%, Moderate 19%. A majority rated employee skills affects quality management in private companies in Kenya in a very high way.

5.2.4 How does finance affect quality management in private companies in Kenya?

Majority 61% of the respondents stated that finance affect quality management in private companies in Kenya. Thus 39% of the respondents stated no, the researcher established that yes finance affects quality management in private companies in Kenya. The extent to which finance affects quality management in private companies in Kenya is as follows; very low 2%, low 23%, great 27%, and very great 48%. Thus majority indicated that finance affects quality management in private companies in Kenya to a great extent.

5.3 Conclusions

This research study therefore indicate that the variables dealt with all in one way or another affect quality management in private companies in Kenya. Concerning The study revealed that technology affected quality management in private companies in Kenya, majority of the respondents indicated that technology affected quality management in private companies in Kenya and therefore it can be concluded that technology has got great effects in quality management in private companies in Kenya.

On competition, it was concluded that it affects quality management in private companies in Kenya. Competition may alter a company's quality and it's crucial that an industry learn their competitors well so that they can be in a position to gain a competitive edge.

Employee skills if a vital factor affecting quality management in private companies in Kenya, if the skills are not encouraged by better management, better remuneration and for the management to employ qualified personnel and empower their employees and train them to do specific tasks and do it diligently. The management should adopt a finance bill that covers all sorts of activities in the organization and follow it to in its implementation in the organization and educate employees on its benefit and purpose so as to make them comfortable and efficient.

Finance may alter quality management in private companies in Kenya and it's crucial that an industry learn how use their resources efficiently and effectively. It is therefore of great interest for private companies managers to device policies to ensure quality management in private companies in Kenya.

5.4 Recommendations

5.4.1 Technology

In order to increase and improve quality management in private companies in Kenya, Coca-Cola Nairobi Bottlers Company should understand the changing technological environments and adopt the new technology that will enable them to be more efficient and faster serviced delivery to its customers thus increasing on their products quality. Improved technology will minimize costs and increases service delivery. The study recommends that the organization do put in place up to date and most effective technology applications, this is because applications of technology enhances organization control, technology facilitates better quality achievement, technology ensures safe handling of goods.

5.4.2 Competition

The firms should ensure that they have a competitive advantage at all times. This will make them achieve their objectives and goals with ease. Hence being advantageous enables them to beat competition. Firms should ensure that they use their marketing department to the maximum to ensure that they know what other people are offering and what the clients want. They will also be able to know new things which have come up in the industry.

5.4.3Employee Skills

This organization should put much considered on the skills of the staff. Having skillful staff on various jobs would help this organization realize good performance, efficiency and better quality products. Skillful staff has ability to deliver good results in diverse responsibilities.

5.4.4 Finance

The organization through the department of finance should provide enough resources to productions department which should be used for quality management. Also the organization should provide enough finance for quality management. The private sector should increase the budgetary allocations to increase quality management in private companies in Kenya.

5.5 Suggestion for Further Study

The study recommends that another study should be carried out on the same topic that evaluates a broader range of variables that indeed affect quality management in private companies in Kenya such as government policies, inflation among others in order to improve understanding on the factors that affect quality management in private companies in Kenya. The study was carried out at Coca-Cola Nairobi Bottlers Company.

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APPENDIX I

QUESTIONNAIRES

The following questionnaires are distributed to the employees in the company who are involved in the study. These questionnaires help in getting a deeper understanding of the study in a more direct way. The employees are required to fill the questionnaires form and hand them in to the researcher so that data can be collected and analyzed for the research study.

Factors affecting quality management in private companies in Kenya. A Case Study of Coca-Cola Nairobi Bottlers Company. (Tick and fill were appropriate)

SECTION A: PERSONAL INFORMATION

1. Gender

Male [ ]

Female [ ]

2. What is your age?

18-30 [ ]

31-40 [ ]

Over 41 years [ ]

3. What is your highest level of education?

Secondary [ ]

College [ ]

University [ ]

Post Graduate [ ]

4. How long have you worked with the organization?

Less than 2 years [ ]

2-5 Years [ ]

6-10 Years [ ]

Over 11 Years [ ]

SECTION B: TECHNOLOGY

5. Does technology affect quality management in private companies in Kenya?

Yes [ ]

No [ ]

Explain………………………………………………………………………………...………

…………………………………………………………………………………………………

………………………………………………………………………………

6. To what extent does technology affect quality management in private companies in Kenya?

Very low [ ]

Low [ ]

Great [ ]

Very great [ ]

SECTION C: COMPETITION

7. Does competition affect quality management in private companies in Kenya?

Yes [ ]

No [ ]

Explain………………………………………………………………………………………

…………………………………………………………………………………………………

………………………………………………………………………………

8. To what extent does competition affect quality management in private companies in Kenya?

Very low [ ]

Low [ ]

Great [ ]

Very great [ ]

SECTION D: EMPLOYEE TRAINING

9. Does employee skills affect quality management in private companies in Kenya?

Yes [ ]

No [ ]

Explain……………………………………………………………………………………………
……
………………………………………………………………………………

10. To what extent does employee skills affect quality management in private companies in Kenya?

Very low [ ]

Low [ ]

Moderate [ ]

High [ ]

SECTION E: FINANCE

11. Does finance affect quality management in private companies in Kenya?

Yes [ ]

No [ ]

Explain……………………………………………………………………………………………
……
………………………………………………………………………………

12. To what extent does finance affect quality management in private companies in Kenya?

Very low [ ]

Low [ ]

Great [ ]

Very great [ ]

THANK YOU FOR YOUR TIME AND COOPERATION